



Relationship between Organizational Effectiveness and Its Predictors among IT Sector

Reetu, Anshu Yadav, Kulbir Redhu

Abstract: In modern scenario, human resource practitioners have been showing great concern for assessing the factors enhancing employee's commitment towards organization. Since, dedicated and devoted employees can only facilitate the organization to attain heights of effectiveness. The current research study was carried out to access the factors enhancing effectiveness of organization along with the mediating effect of organizational commitment. The effect of job satisfaction and organizational climate on effectiveness was assessed considering commitment as a mediating variable. Adjusted structured questionnaires were used for evaluating these variables. 581 respondents from IT sector were approached for collecting the data. SEM was applied for examining the model fitness and mediating effect of commitment on effectiveness. It was revealed that both job satisfaction ($\beta=.18, p=.001$) and organizational climate ($\beta=.11, p=.007$) were positively associated with effectiveness. When organizational commitment was introduced into the model as mediator it was found that the above mentioned relationships become insignificant. Organization commitment fully mediates the relationship between job satisfaction and effectiveness ($\beta=.01, p=.85$) and organizational climate and effectiveness ($\beta=.08, p=.054$). This research work has essential implication in decision making by human resource development in IT sector. Proper strategies should be defined by the management for achieving job satisfaction and favourable organizational climate considering the moderating effect of commitment, which finally leads to organizational effectiveness.

Key words: IT sector, organizational effectiveness, job satisfaction, commitment, climate.

I. INTRODUCTION

In this turbulent business environment with stiff competition every organization is founding the way to overcome their competitors. Despite having modern technology, automatic machine, latest manufacturing and creative marketing methods, the organization with committed, dedicated and reliable employees will lead over the market. Due to high level of commitment and faithfulness the turnover and absenteeism rate of employees will reduce.

As turnover and absenteeism results costly it is of great importance for management and practitioners to find out the factors which enhance the commitment of employees so that organizational effectiveness can be increased (Arnett 2009). When an employee is committed to the organization he/she will put additional effort, wish to be long term member of organizational (Morrow, 1993), safe guard the assets of company, and contribute towards goals of company (Meyer & Allen, 1997). Various work related outcomes are positively associated to commitment for instance motivation, work satisfaction and productivity whereas turnover and malingering are negatively associated to commitment (Mathieu & Zajac, 1990). Attitudinal and calculative are two basis for measuring organizational commitment. When attitudinal basis is considered, it means affective commitment (Meyer et al., 1993), or it is also refereed as internalization and recognition (O'Reilly & Chatman, 1986). It is an affecting bonding of an employee with the organization (Porter et al 1974; Cohen, 2003). Due to commitment employees wish to continue as the member of organization (Mowday et al, 1982) and they experience a proud feeling to be a part of the organization, and also respect principles, standards and achievements of the organization.

In the 1980s, organizational effectiveness became more important and framed as a concept (Henry, 2011). This concept is associated with the capacity of an organization to access and absorb inadequate assets in a disciplined manner and subsequently accomplish the goals (Etzioni, 1964; Pfeffer, 1982; Cameron, 1978; Federman, 2006). For being effective each and every unit of the organization has to work in harmony with the objectives of the organization and if any unit fails to cooperate, profit cannot be achieved (Gigliotti, 1987). McCann (2004) relates organizational effectiveness and objectives with organization strategies and core competencies whereas Vinitwatanakhun (1998) illustrated that to be effective organization should focus on human resources, help them to develop their skill, provide them with job security and support them in their decisions.

The climate theory was rooted out from structural approach where organizational climate was the outcome of hierarchy, structure, size etc. (Payne & Pugh, 1976). According to Moran & Volkwein, (1992) perceptual approach was used to understand the climate where employees working with organization were supposed to be the leading factor in shaping the climate (Schneider & Reichers, 1983). These approaches were criticized for being one face of complex procedure and then interactive approach came for climate formation. This approach illustrated that interaction of individual and environment creates a combined effect and produces a collective set of observation to form climate (Moran & Volkwein, 1992).

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Job satisfaction is the sentiment; outlook, views and belief the employees have regarding their job and other directly related factors. It is an emotional affection of employees for their job when job fulfils their important job values (Locke, 1976). Beer (1964) explained it as a thought which an employee holds for his job.

It results from experiences faced by an employee in his job (Kalleberg, 1977; Locke, 1969; Mottaz, 1987). An employee will be more satisfied when his needs, expectations and desires are fulfilled (Locke, 1969; Mottaz, 1987). For measuring the relationship and association between the variables of present study and finding out the research gap various past studies were reviewed. Hypotheses and model of the study were framed on the basis of past literature.

II. REVIEW OF LITERATURE

Organizational commitment

Lee & Jamil, (2003) considered satisfaction at work place as important factor in enhancing commitment level of employees. Due to high commitment motivation level of employees will be high and their behaviour at work place will also improve (Meyer & Allen, 1997; Mowday, 1999; LaMastro, 2000; Lim, 2010; Emami, et al 2012). Liou (2008) said that organizational commitment betters the rate of retention, whereas (Mathieu & Zajac, 1990) related it with less turnover and absenteeism and turnover. When commitment level is high employees will remain regular and punctual at work (Steers, 1977; Tolentino, 2013). It is only due to commitment that human resource can realize their full potential (Chang, 2006). Sonia & Jasmine (2010) found that IT employees have a moderate level of Job satisfaction and the important motivational factors for IT employees were job security, appreciation for work, good wages, promotion and growth, and interesting work. A significant impact of job satisfaction on organizational commitment was also found.

Job satisfaction

Job satisfaction is commonly studied variable in the literature of organization due to its impact on productivity, turnover and absenteeism. Spector (1985) said that an employee feeling at job is affected by the work environment of the organization. When employees will be satisfied with all the working conditions prevailing within the organizations and the returns they get from doing their work, then only they feel committed towards their job. Chiang et al. (2012) found a positive relationship between job satisfaction and productivity. Doherty, (1998); Srivastava, (2008); & Gupta & Sharma, (2009) explained that environment prevailing at work effects satisfaction and commitment level of employees which results into organization effectiveness. Khalid et al. (2011) measure job satisfaction with the help of nine dimensions namely, pay promotion, operating procedures, co-workers, nature of work, supervision, benefits, contingent rewards and communication.

Organizational climate

Forehand & Gilmer (1964) viewed climate as “a set of features that expresses an organization, differentiate it from other organizations, is fairly stable over time and can affect the conduct of people in it”. Tagiuri & Litwin (1968) revealed that perception of employees is the important factor that explains organizational climate They explained the concept as a fairly lasting feature of internal atmosphere of

an organization that is sensed by its employees, affect their performance, and depicted by values of organization. Litwin and Stringer (1968) illustrated organizational climate in the form of assessable qualities at job setting which are result of combined observation of employees working in the atmosphere. Pritchard & Karasick (1973) describe climate of an organization as fairly durable feature of its inside environment which differentiate it from other organizations, results from top management conduct and policies, perceived by the employees, and act as the basis for understanding situations.

Organizational effectiveness

Organizational effectiveness is recognized as essential of organizational theory (Goodman & Pennings, 1977; Biswas, 2010) and most of the research is being conducted for enhancing the effectiveness of organization (Noruzi and Rahimi, 2010). It is the capability of an organization to attain its goals for a long period of time (Fallón and Brinkerhoff, 1996). According to Rahimi & Noruzi (2011) it is very difficult to explain accurately the effectiveness (Cameron & Whetton, 1981). It is generally established that "the extent to which an organization achieves its goals" can be said to as effective (Steers, 1977). Due to multidimensional and ironic nature of effectiveness (Cameron, 1986), the judgment of an organization can be efficient by one measure and unproductive with other one.

A. Objectives of the study

The reason for carrying out this research work is to study the variables which predict effectiveness of an organization and mediating effect of commitment in enhancing the association. An effort has been made to underline the factors useful for enhancing the effectiveness of the organization. On the basis of rationale of the study subsequent objectives were developed.

- To observe the job satisfaction and commitment of employees belonging to IT sector.
- To inspect how job satisfaction and climate affects commitment level of employees in IT sector.
- To evaluate the relationship between organizational commitment and organizational effectiveness of IT sector.
- To determine how organizational climate and job satisfaction affects effectiveness of IT sector.
- To assess the mediating role of organizational commitment between climate and effectiveness.
- To evaluate the mediating role of commitment between job satisfaction and effectiveness.

III. RESEARCH METHODOLOGY

A. Tools and technique

This study examines the relationship of organizational effectiveness and its predictors and how organizational commitment mediates the relationship in enhancing effectiveness of IT sector. The anticipated conceptual model presumes that organization commitment have a significant mediating role between independent variables (job satisfaction & organizational climate) and dependent variable (organizational effectiveness).

To evaluate the organizational effectiveness 581 respondents from IT sector were asked to give their responses with the help of adjusted structured questionnaire. Respondents were asked to provide their demographic information along with 49 statements belonging variables included in the study. The data was collected on a seven point liker scale.

B. Hypotheses

Organizational effectiveness was assessed with the help of eleven items measuring six dimensions (job involvement, organizational attachment, consensus, need for independence, self control and innovation) by C.N. Daftuar (1997). Organizational climate was evaluated on the basis of 17 statements measuring eight dimensions (professional help, formalization, professional management, organizational risk taking, people orientation, centralization, formalized communication and concern for welfare) constructed by Shailendra Singh (1989). Instrument prepared by Mowday (1979) was used to measure the level of commitment among employees of IT sector. It contains twelve statements assessing the faith of employees in organizational goals, their willingness to put their hundred percent for organization, and strong desire to be a part of organization. Nine statements measuring six dimensions (effective supervision, job security, salary, carrier advancement, work satisfaction, company policies and regulations) given by C.N. Daftuar (1988) were used for analysing the satisfaction level of employees at job. On the basis of past studies and proposed conceptual framework seven hypotheses were framed and above said instruments were used to test the hypotheses.

IV. ANALYSIS AND INTERPRETATION

Table 1: Demographic profile

Demographic variables	Frequency	Percentage
Age group (in years)		
Up to 25 years	320	55.07
26- 35 years	180	30.99
Above 35 years	81	13.94
Gender		
Female	263	45.26
Male	318	54.74
Marital status		
Un Married	380	65.40
Married	201	34.60
Designation		
Junior level	408	70.22
Middle level	142	24.44
Senior level	31	5.34
Educational qualification		
Diploma	25	4.30
Graduate	395	67.99
Post graduate	161	27.71
Experience		
Up to 6 years	365	62.82
7-12 years	148	25.48
Above 12 years	68	11.70
Annual income		
Up to 5 lakhs	382	65.75
6-10 lakhs	138	23.75
Above 10 lakhs	61	10.50

The table 1 shows the frequency distribution of various demographic variables included in the study. Table 2 is about checking the reliability of the measurement scale so that data can be used for further analysis. Cronbach alpha was calculated to check the internal consistency of the measurement scale. The value of cronbach alpha for each

H₁: There is a significant relationship between job satisfaction and effectiveness.

H₂: There is a significant effect of climate on effectiveness of organization.

H₃: Organizational climate significantly affects organizational commitment.

H₄: Job satisfaction significantly affects organizational commitment.

H₅: Organizational commitment has a significant relationship with organizational effectiveness.

H₆: Organizational commitment significantly mediates the relationship of job satisfaction and effectiveness.

H₇: Organizational commitment significantly mediates the relationship between organizational climate and effectiveness.

C. Sampling process

581 respondents from IT sector were asked to give their responses using convenient method of sampling. The responses were taken on seven point liker scale. SPSS was used for assessing demographic features of employees, descriptive statistics were analysed with the help of SPSS. AMOS was used for testing validity and model fitness. To find out mediating role of commitment SEM was used along with path model

measurement scale was above .90 which was more than the acceptable limit i.e. .70. When overall scale was considered it was .95.

Table 2 Reliability Analyses

Factor	Cronbach Alpha	Items
Organizational effectiveness	.95	11
Job satisfaction	.92	9
Organizational climate	.97	17
Organizational commitment	.98	12
Overall	.95	49

Validity measurement is used to check that the scores from measurement scale reflect what they are projected to measure. Convergent validity says that variables of the same factors should be highly correlated. According to Hair et al., (2010) composite reliability (CR) and average variance explained (AVE) of each factor should be used to ensure convergent validity. The value of CR should be more than 0.7 and that of AVE should be more than 0.5 (results shown in table 3). Discriminate validity is used to certify the degree of differences among factors. It can be assessed by two ways: 1) AVE should be higher than Maximum shared variance (MSV), 2) Diagonal values should be higher than non-diagonal values. Both the conditions are satisfied by the measurement scale and the results are shown in table 3.

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Table: 3 Validity Measurement Index

	CR	AVE	MSV	MaxR(H)	OE	JS	OC	OCM
OE	0.953	0.656	0.066	0.978	0.810			
JS	0.929	0.593	0.468	0.933	0.180	0.770		
OC	0.978	0.730	0.054	0.986	0.133	0.145	0.854	
OCM	0.985	0.849	0.468	0.994	0.256	0.684	0.233	0.921

Note: 1. OCM= organizational commitment, OC= organizational climate, OE= organizational effectiveness, JS= job satisfaction, CR= composite reliability, AWE= average variance explained, MSV= Maximum shared variance

Table: 4 Descriptive Statistics

Factor	Mean	S.D.	N	OCM	OC	OE	JS
OCM	5.61	.35	581	1			
OC	5.67	.44	581	.23**	1		
OE	5.75	.40	581	.26**	.13**	1	
JS	5.94	.45	581	.70**	.15**	.18**	1

Note: 1. OCM= organizational commitment, OC= organizational climate, OE= organizational effectiveness, JS= job satisfaction

2. ** means significant at .01 level.

Mean, standard deviation and correlation between factors is shown in table 4. The mean of all the factors was above 5.60 which showed that overall job satisfaction and commitment level of employees was high along with a favourable and cognizable environment. The mean score of organizational effectiveness was also high and positive. The correlation between the variables was low but significant having p value less than .01.

check whether observed variables were related to their own construct or not. Relationship between variables and their construct was checked. The measurement model contains four constructs which are measured through 49 items. All items loaded significantly with their construct with p value less than .01 (figure 1). Various model fit indices were also used to measure the fitness of model like CMIN/DF, RMR, GFI, NFI, RFI, IFI, CFI and RMSEA. Values of all the indices were near to their threshold limit as shown in table 5.

Measurement of model fit

Confirmatory factor analysis was used to test the fitness of model after ensuring the validity of model. CFA was to

Table: 5 Model Fit Indices

Model fit indices	CMIN/DF	GFI	NFI	IFI	TLI	CFI	RMR	RMSEA
CFA Model	3.5	.78	.89	.92	.92	.92	.01	.06

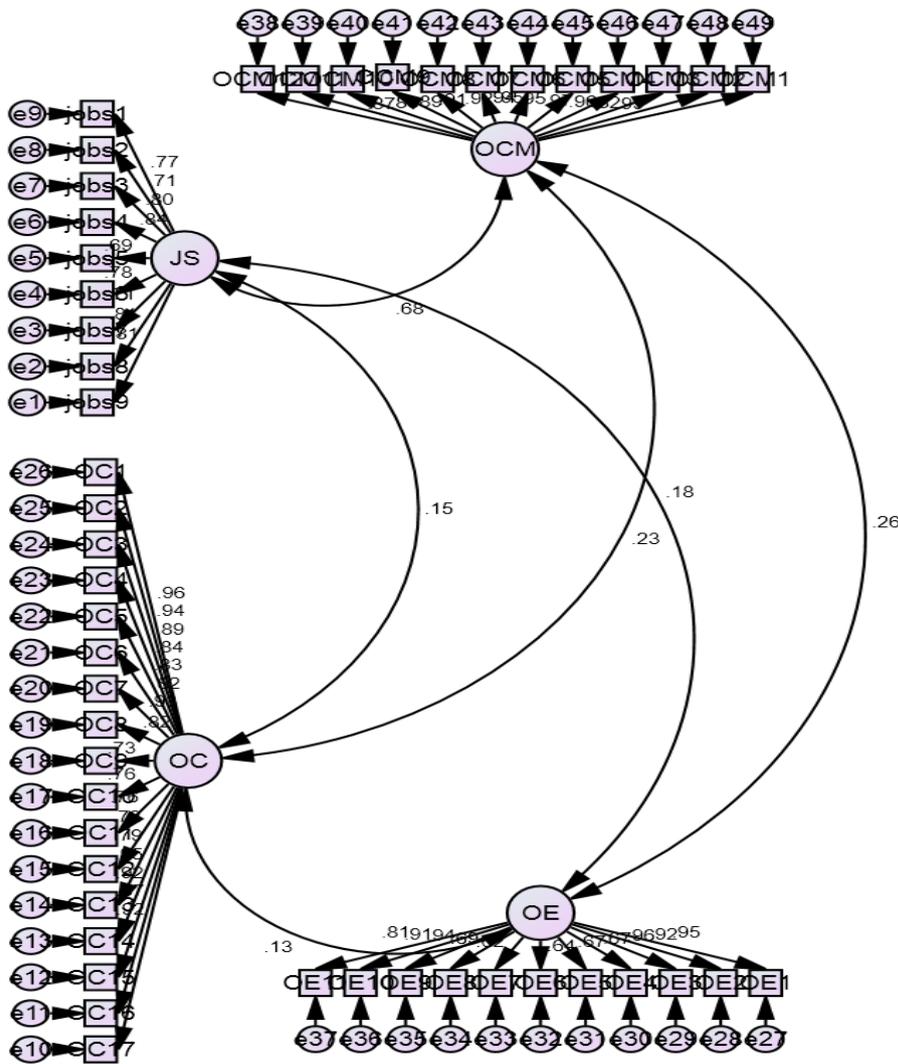


Figure 1: Confirmatory Factor Analysis for Measurement Model

Hypotheses testing

For testing the mediating role of organizational commitment it is the necessary condition that the relation between independent, dependent and mediating variables should be significant. So first of all significance of all the relationship will be checked and after that mediating relationship will be checked.

H₁: there is a significant relationship between job satisfaction and organizational effectiveness

Table: 6 Regression Weight

	Estimate	S.E	C.R.	P	Label
O <-- J	.194	.04	4.62	.00	H ₁
E - S			0	1	Accepted

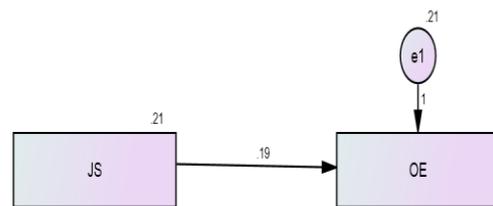


Figure 2: Path diagram of job satisfaction and effectiveness relationship

Fig 2 is showing the path diagram of job satisfaction and effectiveness relationship. The regression estimate of the relationship was .19 with Critical ratio 4.62, significant at .001 p level (table 6). Hence it can be concluded that job satisfaction significantly affects organizational effectiveness, thereby accepting H₁₁.

H₂: There is significant effect of climate on effectiveness of organization.

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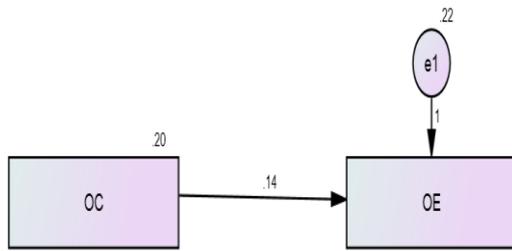


Figure 3: Path diagram of organizational climate and effectiveness relationship

Table: 7 Regression Weight

	Estimate	S.E	C.R.	P	Label
O <-- O	.142	.043	3.302	.001	H ₂ Accepted

It is depicted from table 7 and figure 3 that organizational climate significantly affects organizational effectiveness. β of the relationship was .14 significant at .001 p level, which showed that organizational effectiveness will increase by 14% with one unit change in organizational climate.

H₅: organizational commitment has a significant relationship with organizational effectiveness

Figure 4: Path diagram of organizational commitment and effectiveness relationship

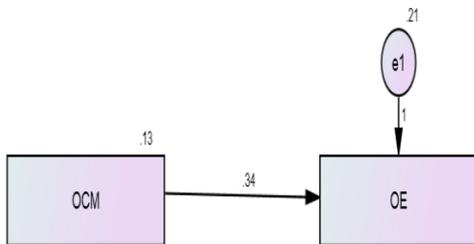


Table: 8 Regression Weight

	Estimate	S.E	C.R.	P	Label
O <-- OC	.341	.053	6.482	.001	H ₅ Accepted

Relationship between organizational commitment and effectiveness was found significant with $\beta = .34$ and .001 p value. This result showed that organizational effectiveness will enhance by 34% as a result of change in commitment level of employees. Hence hypothesis is accepted as shown in Table 8.

H₄: job satisfaction significantly affects organizational commitment

Table: 9 Regression Weights

	Estimate	S.E	C.R.	P	Label
OC <-- J	.557	.023	24.205	.001	H ₄ Accepted

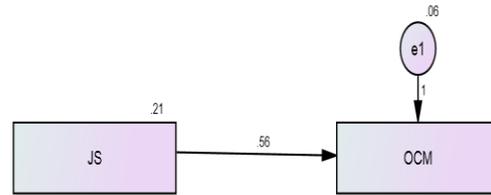


Figure 5: Path diagram of job satisfaction and organizational commitment relationship

Table 9 is illustrating that job satisfaction will change organizational commitment in positive way by 55.7%. As the relationship was significant at p value= .001, the hypothesis saying that job satisfaction significantly affects organizational commitment was accepted.

H₃: Organizational climate significantly affect organizational commitment

Table: 10 Regression Weight

	Estimate	S.E	C.R.	P	Label
OC <-- O	.187	.032	5.824	.001	H ₃ accepted

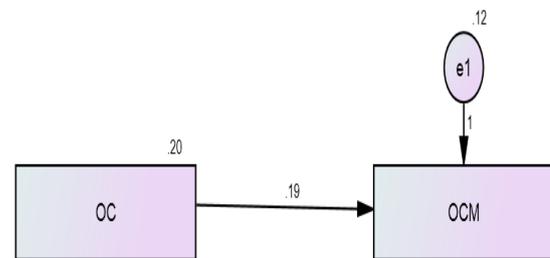


Figure 6: path diagram of organizational climate and commitment relationship

Table 10 shows that the β of relationship between organizational climate and commitment was .18 with p value= .001, which revealed that the effect was significant and organizational commitment is affected by organizational climate.

Testing for mediation

H₆: Organizational commitment mediates the relationship of job satisfaction and effectiveness.

H₇: Organizational commitment mediates the relationship of organizational climate and effectiveness.

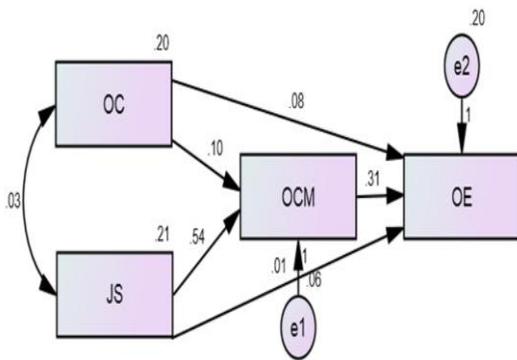


Figure: 7 Path analysis of the model with mediator

The table 11 shows the regression weights showing the mediating effect of organizational commitment. It was depicted that both the independent variables were significantly related with the mediating variable i.e. organizational commitment. Organizational commitment also shares a significant relationship with the independent variable dependent variable i.e. organizational effectiveness with $\beta = .307$ at .000 p value. Non significant relationship was observed between job satisfaction and effectiveness in the presence of commitment with $\beta = .011$ with a p value of .85. This revealed that commitment fully mediated the relationship between job satisfaction and effectiveness. The relationship between organizational climate and effectiveness was also found non-significant when commitment was added as a mediator ($\beta = .085$, $p = .054$). It also depicted that commitment fully mediates the relationship of organizational climate and effectiveness; hence H_6 and H_7 were accepted.

Table 11: Regression Weights of the model with mediator

	Estimate	S.E.	C.R.	P	Label
OCM <--- OC	.104	.023	4.487	.001	Significant relationship
OCM <--- JS	.541	.023	23.658	.001	Significant relationship
OE <--- OC	.083	.043	1.928	.054	Non-significant relationship (H_7 Accepted)
OE <--- JS	.011	.058	.190	.850	Non-significant relationship (H_6 Accepted)
OE <--- OCM	.307	.076	4.053	.001	Significant relationship

Note: OCM= organizational commitment, OC= organizational climate, OE= organizational effectiveness, JS= job satisfaction, S.E. = Standard error, C.R.= Critical ratio

V. CONCLUSION

The main motive of this paper was to check the mediating role of organizational commitment in enhancing the organizational effectiveness. Results of this study suggested that committed and satisfied employees perceive their organization to be effective and put their hard efforts in that direction. A hypothesized model was tested showing how direct and indirect relationship of job satisfaction and climate with organizational effectiveness. After the analysis it was revealed that job satisfaction had a significant impact on effectiveness as revealed by previous studies (Spector, 1997., Rose, 2001., Srivastava, 2008., Dutta,1959., Halim, 1980., Doherty, 1998., koys, 2001) but when organizational commitment was introduced as a mediator the effect became insignificant which means that organizational commitment fully mediates the relationship of job satisfaction and effectiveness (Barik, 2016). When the relationship of organizational climate and effectiveness was checked it was again found that due to mediating variable the relationship became insignificant which told that it is not only the climate of organization which enhances the organizational effectiveness but commitment of employees towards the organization is playing the lead role for boosting the effectiveness. The probable reason for this involvement can be the reality that committed employees experience positive emotion (Bakker et al., 2011). When there will be an environment of love, care and concern and empathy employees will sense a feeling of pride in organization, feel pleasure in performing their work which will automatically leads to success of organization (Cameron et al., 2003). Due to high level of commitment employees will carry out their work with high attachment and interest which is the

necessary condition for achieving expertise. Employee who is expert and proficient in his work will add on more and more rewards to the organization. The emotional and intellectual association of committed employees with their job add to their extra labour at work place, which is a predictor of organizational effectiveness (Gibbons, 2006; and Richman et al., 2008; Organ, 1988).

The results of our study revealed that commitment of employees was the necessary condition for improving the effectiveness of organization along with job satisfaction and proper work climate. When job satisfaction was assessed, it was found that job security, work place satisfaction and company policy and regulation were the important factors affecting job satisfaction which was consistent with previous studies (Kalleberg, 1977; Locke, 1969; Mottaz, 1987; Spector, 1985; Khalid et al. 2011; Sehgal, 2012, Yadav & Reetu, 2017). Satisfied employees will feel a sense of belongingness towards the organization and devote their full efforts for the achievement of goals. Job satisfaction is the main factor which results in the attachment and commitment of employees towards the organization (Lee & Jamil, 2003; Steers, 1977; Spector, 1985; Madi et al., 2012, Mottaz, 1987; Sonia & Jasmine, 2010). Professional help, professional management, centralization and formalized communication were found the key factors in shaping the climate of an organization. A smooth, supportive and people oriented climate will help the organization to attract and retain the employees for a longer time period (Moran & Volkwein, 1992; Schneider & Reichers, 1983).

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An environment considering the welfare of employees will enhance their commitment level (Pritchard & Karasick, 1973; Reichers & Schneider, 1990; Litwin & Stringer, 1968). Willingness to exert considerable efforts and strong desire to maintain membership were the main factors affecting the commitment level of employees (Morrow, 1993; O'Reilly & Chatman, 1986; Porter et al., 1974; Meyer & Allen, 1997; Mowday et al., 1982). With consist with previous studies it was also found that organizational commitment significantly affects the effectiveness of organization (Mowday, 1999; LaMastro, 2000; Lim, 2010; Lumley, 2010; Chang, 2006, Yadav & Reetu, 2017).

VI. IMPLICATIONS

How to promote effectiveness of an organization is the important concern for Human Resource Management. Management should devise such system and policies that can help in adding constructive workplace practices. The association between commitment and effectiveness is insightful as on the basis of this information management can make efforts to recruit employees inclined towards commitment. This study suggests organizations to offer an amiable and pleasant climate that can ensure the development of human resource and build an environment of high commitment. Management should understand the psychological and emotional characteristics of workplace which can play a significant role in motivating the employees to fully invest their efforts in the good faith of organization. Trust, integrity, empathy and cooperation are the elements which help an organization to gain the commitment of employees. Organizations should consider the support employees wishes from the organization which can help in achieving the commitment of employees (May et al., 2004). Employees should also be provided with knowledge of their duties and work to be performed and they should also be provided to different creative work from time to time. Proper and timely information should be made available to them so that they can perform the assigned task easily. For motivating the employees towards objectives of the organization rewards, incentives and promotions should be given to the employees on the basis of their performed task and results achieved.

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